

Oregon MIECHV Program’s FY2020 Joy in Work Learning Collaborative Key Driver Diagram

Primary Drivers	Secondary Drivers	Changes to Test	Resources
<p>PD1. Meaning, Purpose and Recognition</p> <p><i>Process Measures:</i></p> <ol style="list-style-type: none"> 1) “My job makes me feel like I am part of something meaningful” 2) “I am recognized and thanked for what I do” 3) “I feel leadership cares about the work that I do.” 	<ol style="list-style-type: none"> 1. Home visiting teams have a shared understanding of their work 2. Home visitors feel that the work they do makes a difference 3. Home visiting staff are recognized for the impact of their work 4. Organizational leaders understand home visitors’ daily work and celebrate individual and collective outcomes 	<ol style="list-style-type: none"> 1. Revise home visitor job description to match the responsibilities of the program (e.g. paperwork, data entry, connecting families to resources and referrals) 2. Use huddles, debriefing and team activities to celebrate successes and reflect on purpose and meaning 3. Use CQI and other data in routine meetings to highlight bright spots and connect the work to positive outcomes 4. Create a visible program goals chart that can be displayed 5. Spotlight home visitors at senior leadership staff meetings 6. Send monthly emails to team and copy leadership to share program successes 7. Invite upper management to team meetings 8. Use team meetings to celebrate accomplishments 9. Develop a formal peer recognition award system 10. Build a promotion system to recognize home visitors who have stayed in their positions (e.g. promote home visitors to “senior home visitor” or to a coach or mentorship role for new home visitors) 	
<p>PD2. Physical and Psychological Safety</p> <p><i>Process Measures:</i></p> <ol style="list-style-type: none"> 1) “People at my organization respect and take into consideration all views expressed.” 2) My organization recognizes the importance of my personal safety during home-visits. 	<ol style="list-style-type: none"> 1. All staff feel welcomed, supported and respected 2. Trainings are provided on physical and psychological safety for staff and leadership 3. Policies and procedures are established to create a safe and open work environment amongst staff 4. Opportunities exist for home visitors to voice 	<ol style="list-style-type: none"> 1. Complete as individuals or as a team an assessment around cultural and linguistic competence; discuss as a team and identify areas for improvement and changes to test 2. Provide staff training on culturally and linguistically responsiveness, trauma informed practices, crisis resolution, conflict resolution, implicit bias 3. Conduct an internal pay audit to determine if staff are paid equitably, create a plan for correction based on results. 4. Provide opportunities for leadership and mentoring for home visitors of color 5. Design a discrete/non-threatening method for home visitors to report events that may cause physical or psychological harm 6. Create an anonymous feedback loop for staff to voice concerns and leadership to respond 	<p>Racial Equity Tools provides various organizational assessments and resources.</p> <p>Cultural and Linguistic Responsiveness reflective tool and an individualized competency workplan can be found on the MIECHV website.</p> <p>A HRSA-designed reflection and planning tool for Infusing Cultural and Linguistic Competence into Recruitment and Retention of Home Visitors is available here.</p>

	<p>their perspectives and give feedback anonymously</p> <ol style="list-style-type: none"> Leaders are available to staff when they need them Home Visiting staff feel free from physical harm during daily work The organization provides support for the staff involved in an adverse event 	<ol style="list-style-type: none"> Develop open door policies for meeting with leadership and post times for availability Keep a visible running list of “pebbles in the shoes” with the status of each (e.g. escalated to leadership; improvement in progress; status in the que) New home visitors receive training on how to prevent and handle safety concerns before their first home visit Develop policies and procedures that help home visitors maintain their personal safety (e.g. providing cell phones, sending home visitors in pairs, emergency safety plans, personal safety training) Establish strategies to prevent and respond to domestic or intimate violence impacting the workplace Establish policies for responding to incidents after they occur Use a check-in app on work issued phones to ensure the home visitor’s whereabouts are known when they are out in the field. Offer one-to-one, group and peer support for adverse events Complete a trauma informed care screening tool and implement changes Adapt a model (i.e. courageous conversations) to empower staff to have conversations around racism, oppression and equity Complete a racial equity assessment and related workplan 	<p>Home Visiting Safety Training Video & Guide can be found here under Professional best practices.</p> <p>Trauma Informed Oregon provides online training modules, a road map with an organizational screening tool and additional resources to support organizational practices.</p> <p>Learn more about the Courageous Conversations model here.</p> <p>The Coalition of Communities of Color created an organizational assessment and protocol which can be found here.</p>
<p>PD3. Camaraderie and Teamwork <i>Process Measures:</i> 1) “My work environment encourages camaraderie and conversation” 2) “I feel part of a team, working together toward something meaningful”</p>	<ol style="list-style-type: none"> Trusting relationships exist among home visiting staff Individual and team successes are recognized & celebrated collectively Staff acknowledge each other’s strengths and teach each other new information and skills 	<ol style="list-style-type: none"> Incorporate team building activities into meetings to build trust and familiarity Organize opportunities for staff to celebrate work accomplishments Use online or other resources such as “Strength-finders” or character tests/leadership styles to identify individual and collective strengths Invite staff to lead on a topic in meetings and rotate responsibilities Pair staff or conduct shadow home visits and switch pairings frequently to transfer knowledge, cross-training in skill sets and familiarize each other’s work styles Implement a buddy system for new staff 	<p>Resources for teambuilding activities:</p> <p>9 Unique Teambuilding Games for Meetings Activity Break Guide</p>

	<p>4. Opportunities exist for staff to spend time together</p>	<p>7. Share meals and breaks with each other 8. Organize team walking meetings 9. Hold a staff retreat to highlight linkages, bright spots, identify pebbles and brainstorm solutions together</p>	
<p>PD4. Wellness and Resiliency <i>Process Measures:</i> 1) "I feel satisfied with my work/life balance" 2) "My workplace provides a supportive environment for self-care" 3) "My work brings me joy most days"</p>	<p>1. Ongoing, quality reflective supervision and clinical consultation for home visitors and supervisors is occurring 2. Organizational practices, policies, and systems are in place to support wellness and resilience, including work/life balance, and are informed by principles of trauma-informed care 3. Trainings, resources and supports are provided to staff to cultivate resilience and stress management</p>	<p>1. Conduct an organizational-level assessment or survey to understand staff engagement and wellbeing (e.g. Maslach Burnout Inventory or Mini Z) 2. Provide reflective supervision to supervisors 3. Provide, financially support and/or institute guidance and training for home visiting supervisors on reflective supervision 4. Implement reflective supervision guidelines 5. Attend a Reflective Supervision training or workshop 6. Implement a collective care policy 7. Implement a staff wellness plan 8. Implement clear policies around personal time off and flexible hours to accommodate long days due to travel 9. Implement work/life balance incentives 10. Have each home visitor set clear boundaries between work and home and set expectations with home visiting families about availability outside normal business hours 11. Provide a mental health counselor for home visitors and supervisors 12. Offer infant and early childhood mental health consultation 13. Offer one-to-one, group and peer support for adverse events 14. Provide time and opportunities for reflection alone, with peers and in supervision 15. Allot time in work day/week for home visitors to complete data entry 16. Implement a policy to allow staff to adjust their schedules to ensure an eight-hour day. 17. Use mindfulness techniques such as Mindful Self-Regulation from the Facilitating Attuned iNteractions training 18. Provide physical space for meditation, yoga or other wellness breaks 19. Keep a personal weekly journal to clarify feelings and emotions and practice gratitude 20. Build in time for fitness, walking</p>	<p>Maslach Burnout Inventory (MBI) Find a list of various tools to assess wellness here.</p> <p>Happy City has a pulse test that gives individual scores on happiness and recommendations on individual changes.</p> <p>The Reflective Supervision Toolkit provides a self-assessment, organizational assessment and guidelines for reflective supervision.</p>

<p>PD5. Choice and Autonomy</p> <p><i>Process Measures:</i></p> <p>1) <i>“I have opportunities in my organization to voice what matters to me”</i></p> <p>2) <i>“My current roll enables me to build my professional skills”</i></p>	<ol style="list-style-type: none"> 1. Home visiting staff work in an environment that supports choice, flexibility and autonomy 2. Home visitors are part of decisions on processes, changes, and improvements that affect them 3. Professional goals and development are cultivated and supported 	<ol style="list-style-type: none"> 1. Implement flexible/alternative work schedules to balance caseload and workload 2. Home visitors can identify when in their work they will complete paperwork/enter data, (e.g. reserve Friday afternoons for data entry) 3. Performance reviews include opportunities to reflect on roles and duties 4. Invite Staff members to board meetings and community advisory meetings 5. Home visitors serve as representatives at board or leadership meetings 6. Implement routine performance reviews and professional goal setting opportunities 7. Take online professional development courses or attend workshops that align with professional goals 8. Expand leadership capacity among home visitors 	<p>Home Visiting Training Resources can be found here, organized by core competency.</p>
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